Leadership Engagement Results Meeting
Questions & Answers
March 5, 2013

These questions not only reflect the meeting discussions, but also decesions made after the meeting. These additions ensure the provision of the most current information .

1.	*Q: Will the Commonwealth Office of Technology (COT) provide the level of support, including 24/7/365 coverage, after the transition that was formerly provided by the infrastructure staff within the agencies[1]?*
	A: Yes, COT will support all services that are supported today; however, they will be supported based on rated service and a different set of processes and procedures. Service delivery will originate though the Commonwealth Service Desk, COT's customer service request process. If an agency is not receiving the proper level of support, we will ensure there is an escalation path available to them. In the future this escalation path will include the Business Relationship Managers (BRMs). COT looks forward to working with each agency to ensure that we are successful in meeting their needs. We believe the BRMs play a key role in our future success.
2.	*Q: Will I be required to pay the per machine rated service price regardless of the age of my desktops/laptops?*
	A: Yes, all agencies will pay the defined rate for desktops and laptops, regardless of age. This will ensure a 3-year replacement plan going forward.
3.	*Q: What happens if an agency needs something above the standard equipment?*
	A: The agency will need to go through COT's current exception process. Depending on the request it may be through an Enterprise Architecture Standards Committee (EASC) exception and/or the E-01exception process.
4.	*Q: Our agency recently purchased new servers, will we be receiving reimbursement for the cost of the asset when they are migrated to COT?*
	A: COT & the Office of the State Budget Director (OSDB) are still in the decision making process on whether or not there will be reimbursement to the agencies for the initial expense of the hardware purchased. At present there are a variety of factors and dependencies being evaluated including: standardization of equipment, age, leasing agreements, etc. These factors will be considered as plans for migrating identified hardware are developed. All agency hardware may not immediately be moved to the Commonwealth Data Center (CDC) and some may never be moved, depending on agency specific circumstances. . Conversations with agencies will continue to ensure that we understand agency's requirements.
5.	*Q: My former infrastructure employees were a one-stop shop, empowered to do what they need to do when they need to do it. How will that work in the new model outlined in the Governor's Executive Order 2012-880 defining COT as the enterprise provider for infrastructure services?*
	A: See the answer to question 1. Another important component is the governance process which includes the Technology Advisory Council (TAC). A subcommittee of this council is currently looking at service descriptions, Service Level Agreements (SLAs) and metrics and will bring recommendations to the council as a whole. COT is looking to the TAC to represent agency needs while understanding the enterprise goals.
6.	*Q: What technical advancements/equipment will be supported in the new environment (i.e., iPads, tablets, iPhones, etc.) and how soon can those changes be expected?*
	A: COT strives to provide and maintain toolsets that fully enable commonwealth employees to deliver services in a cost-effective and efficient manner. Depending on the requirements and/or platforms needed, some of those are available now (i.e., iPads, tablets, etc.). COT has been researching national trends to determine how other states are dealing with these newer technologies. We anticipate continuation of this discussion with the agencies to ensure that the decisions are based on what is best for the enterprise. Changes to the current EASC process are being evaluated by COT and a final recommendation will be brought forward for TAC review.

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[1] Agency represents both Cabinet and Agency.

7.	Q: Some of the hardware our agencies utilize was purchased under special grants and/or is not "State" owned, how will this be handled?
	A: These situations will be handled on a case-by-case basis which may include: an evaluation of the type of equipment, ownership, how it was purchased, what the purpose of the equipment is, who and how it needs to be accessed and the required documentation to support the equipment through decommissioning of the asset.
8.	Q: If an agency receives monies thorough a grant how will we get our infrastructure needs met? Does the agency continue to identify the equipment specifications?
	A: No, COT will work with the agency to understand the business need. Then COT will identify the equipment needed to ensure that the business need is met. By working together, this is an opportunity for the Commonwealth to leverage what is in place or, when needed, add new infrastructure. When possible, the added infrastructure can also be leveraged for the enterprise. We understand that there are and will continue to be situations in which only one agency's needs can be served. See the answer to question 1.
9.	Q: When and what can agency leadership expect from COT as we move forward, i.e., regarding open communication, next steps, IT Assessment results, cost implication, etc?
	A: Understanding that communication was identified during the leadership engagement interviews as an issue and acknowledging that mistakes have been made in the past, COT is committed to making improvements and demonstrating that commitment in our actions. COT will continue to seek agency feedback to ensure an understanding of the agency's concerns, issues and successes. Specifically for the leadership engagement participants, bi-monthly meetings with Deputy Secretary Rucker, as the facilitator, will be held. The agency assessment containing self reported infrastructure details has been collated and in the near future agencies will be asked to review and verify the information. Both the assessment and the financial survey information are vital in determining the cost implication going forward. Working with NTT DATA, our vendor partner, a "To Be" frame work is being documented. We anticipate the initial high-level implementation plans draft to be completed in the 3rd quarter. As always, COT will engage the TAC and seek their knowledge and recommendations.
10.	Q: Will COT ensure that the agency knowledge invested in our former infrastructure employees be used to ensure at least our current levels of support?
	A: We anticipate knowledge transfer of COT practices to these employees and at the same time will be seeking their agency specific knowledge. This will allow us to share agency specific knowledge and cross-train within our teams so any COT service team member is able to assist the agency at the same level of service you receive today. We do ask you to have patience with the service teams as they ramp up through the transition. In addition, COT will work with each agency to ensure that we understand and document key business requirements and priorities before any potential move of infrastructure occurs.
11.	Q: As the initiative moves forward, what types of organization culture changes can be expected?
	A: COT is committed to a cultural shift to ensure a commitment of quality service to the agencies. As organizational details are available they will be shared. Understanding that changing the IT infrastructure service provision, not only changes agency organization structures, but also changes the culture of how we do business, COT has and will continue to focus on Organizational Change Management (OCM). Working through NTT DATA, the Leadership Engagement was a first step in capturing the areas where cultural change is needed and will assist in continuing to guide our focus. Currently we are engaging both COT and agency stakeholders to better understand the day-to-day process and operational concerns. Furthermore, we will continue to look to agency leadership and to the TAC members for guidance. Finally, we understand the need for our future organization to have a combined leadership team existing of legacy COT leadership and legacy agency leadership. Feedback, positive, neutral or negative, is always welcome.
12.	Q: What types of communication can be expected from COT regarding our former employees, the overall program, etc?
	A: Understanding that meetings which required special detailed COT employee's attendance impacted some of the agencies, COT will improve communications regarding upcoming agency initiative activities. COT is committed to regular communications for all Stakeholders. Going

	forward, there will be: • Established Leadership Engagement meetings • Established Technology Advisory Council meetings • Communication to the agency leadership in tandem with communications to agency located COT employees when upcoming requests require time away from the agency they serve. • Frequent status updates are posted on the [Finance & Administration Cabinet's – I.3 page](#).
13.	*Q. My agency fears that our relatively small size will result in our agency being seen as a lesser priority and / or in having less control of the tools needed to support service delivery. How can we ensure this doesn't happen?*
	A. COT will not determine the order in which you receive responses to issues, questions and concerns based on size. However, as more and more applications reside on COT provided infrastructure, priorities relating to enterprise business continuity will need to be established. Establishing these priorities requires agency, TAC (which includes members from small to large agencies), and COT discussions.
14.	*Q: How are the employees that have been special detailed to COT being supervised? How is their work being directed?*
	A: COT conducted both a "Welcome to COT" meeting and a separate "Employee Orientation" meeting/training with the employees detailed to COT and each have a COT transition manager. If their former agency manager was also special detailed to COT on November 1st, 2012 they have continued to provide supervision. COT transition managers are Daniel Arnold, Bill Kidd or David Carter. Each special detailed employee should be aware of their ability to reach out to their transition manager, as can agency leadership. In addition, please do not hesitate to bring your concerns to Deputy Secretary Rucker, the COT Executive Staff or Director Glenn Thomas.
15.	*Q: What is the expected funding model based on? Will costs increase?*
	A: Each agency will need to submit a response to the IT Expenditure survey provided by the Office of the State Budget Director. One purpose of which is to provide a baseline for future comparison. Using information from both the financial and infrastructure data collections processes, and COT's current rated services formula ((Personnel + (Goods & Services)+ Overhead)/Units Sold = Rate, rates will be projected for FY2014 and for the upcoming budget cycle. Rated services costs may change, but they will continue to be based COT's current cost formula. Projected rates will be shared as soon as they are available.
16.	*Q: What is the different between the Enterprise Assessment and the Rated Service cost?*
	A: **Enterprise Assessment:** Agencies are billed on a quarterly basis for the Enterprise Assessment. The cost is calculated based on the number of Exchange (mailbox) accounts in use by each agency during the last full fiscal year inventory before the budget was set. For example, the FY13 & FY14 Enterprise Assessment used the mailbox counts from FY10. The Exchange number is adjusted by subtracting non-employee accounts, such as conference room mailboxes. This number is then multiplied by a dollar amount to determine each agency's rate. Last year the dollar amount used was $54.00 per month or a cost of $648.00 per year, per mailbox. **Rated Services:** Agencies are billed and monies are transferred to COT for rated services the month following the actual service delivery month. For example, an agency's bill/money transferred for March 2013 will be for services provided in February 2013. Agencies have an opportunity to report and recover monies if billing inaccuracies are discovered. Billing reports are available for each agency's review following the same timeline. Any services that are outside of current rated services are currently charged at a rate of $75.00/hr.; however, that may change with the FY2014 rate structure.
17.	*Q. Can an agency negotiate a rate on specific need that is not covered by the $75.00 rate?*
	Yes, COT will review these on a case-by-case basis. Agencies can also share their recommendations on service descriptions with COT and / or TAC members. See the answer to question 5.
18.	*Q: If an agency receives educational discounts today, will they continue to receive them in the future?*

	A: If your agency is eligible for and receives educational discounts today that will continue. If there are further questions regarding purchasing, support, etc., - COT will handle these on a case-by-case basis.
19.	*Q: If an agency has special requirements, such as, locations outside of Frankfort, individuals requiring specialized equipment, how will COT ensure they are given the necessary service? How will the new COT model, which includes pools of people resources across the state, work?*
	A: Currently our Field Services division handles these situations. COT now has the ability to leverage larger pools of resources across the Commonwealth. As we move forward, COT will need to understand the unique needs of each agency. Open communication that engages the BRMs along with the leadership engagement participants will assist in identifying the nuances of each agency and the right skills needed. See the answer to question 1.
20.	*Q: What is the baseline for cost savings?*
	A: Baselines will be based on information provided by to COT and OSDB to calculate existing overall IT infrastructure costs for the enterprise.
21.	*Q. How are the PTI- IT Assessment findings and recommendations being used?*
	A. The assessment completed by PTI was only one of several studies that have been completed. Regarding the PTI assessment, all findings and recommendations were considered, optional scenarios were laid out and priced, and input was gathered from the Personnel Cabinet, OSBD, and COT to determine what would work in Kentucky's environment. Ultimately the Governor's office decided the priority and method of deployment for the options chosen for implementation.
22.	*Q. If an agency requests support from COT, that may cause a block 50 payment to be generated for an employee, how will this request be handled and will the cost be paid by the requesting agency?*
	A: FAC's current practice is to meet the needs of an agency with an employee who is not close to earning a block 50. Exceptions to this practice, based on business needs, can be initiated by an agency request and will be reviewed by COT on a case-by-case basis. If an agency request is approved, the agency will be billed the additional cost. [2]
23	*How will COT establish enterprise security that meets the requirements for (both confidential and non-confidential) data for all agencies?*
	A: COT understands that some agencies have highly sensitive data that requires stringent security and tightly controlled access. We have decades of experience protecting the integrity and availability of data across a wide spectrum of sensitivity, whether that data has resided on the mainframe, individual LANs, or the WAN. The IT Assessment provided by PTI, identified security improvements as one of the key wins of a consolidation effort, and when we're done, we absolutely believe that data will be protected better than it ever has been. Execution of this initiative will correct many security problems. We will continue addressing concerns of individual agencies going forward, but data protection is an absolute commitment.

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[2] The Personnel Cabinet provided Personnel Memo 13-09 regarding the Handling of Planned Overtime effective May 1, 2013.